

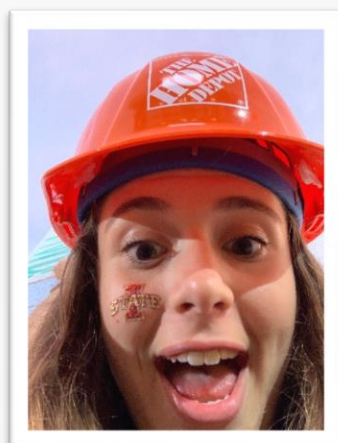
Hi, everyone! Two months have passed and I'm happy (relieved?) to report that no more of my children have gotten engaged. But we do have wedding dates – January 2020 for Mary and Adam, July 2020 for Dan and Petey, and July 2021 for Matt and Alanna. After the last one we should be excellent wedding consultants, so if you have an event after that let us know; we work fast and cheap.

Our big event in August was moving Erin to Iowa State to start her freshman year. We are now officially empty-nesters! Linda and I each had our moment of melancholy the first week she was gone (mine was when I walked into her old room and saw the countdown calendar she had written on her mirror said "Zero days to ISU!!" on it), but we're settling into this next phase of our life nicely and reveling in the fact that dishes and laundry are becoming much easier to do. And Erin is settling in nicely as well – after a few normal days of occasional homesickness she found her group and is quickly becoming a hub of social activity in her dorm that's fitting of her mother's college legacy. She also had great fun working her way to the front and center of ESPN's GameDay broadcast when it was in Ames, following the adage that the bird that leaves its dorm at 2AM gets its sign on SportsCenter.

On the professional side, a number of us attended the MAASTO (Mid-American Association of State Transportation Officials) annual conference in

Indianapolis in August, where I was elected the President of MAASTO for the 2019-2020 year.

It's an honor to serve in this capacity, but I recognize that it's very much a stewardship role – much like our work here, the true power and impetus of MAASTO comes from the many people that work every day to advance our work and improve our results, and my role is to help continue that work in a way that transcends leadership. I appreciate everyone that will be supporting and guiding me in this role in the next year.



Top – Erin and her "Campbell's Victory Soup" sign on SportsCenter (sorry for the bad quality – it was a quick screenshot from video). **Bottom** – A classic Erin selfie in full GameDay fervor. She doesn't look homesick to me.



Look who else made ESPN's GameDay! Iowa DOT Motor Vehicle Enforcement officers help provide law enforcement protection at Iowa State football games, and Sgt. Blake Wittrock and Officer Luke Feld were invited to the GameDay set for a photo with other officers working the Iowa State-Iowa game.

#Engage – Next engagement survey coming soon

#Engage is our program to build and sustain a culture of engagement – a culture that helps us all be involved in, enthusiastic about, and committed to our work, that drives productivity and innovation, and that helps makes our workplaces energizing, fulfilling, and good places to be. As most of you know, we started #Engage with our first Gallup Q12 survey about a year ago. Since then we've trained champions, managers, supervisors and team leads; shared and learned from our results, and initiated state of the team meetings all over the Iowa DOT to give us all the opportunity to improve our work and workplaces.

As it's been almost a year since our first Gallup Q12 survey, it's time to take another one. As we've said throughout, the survey is never the end but the beginning, because it's never about the numbers, but rather what the numbers tell us and what we choose to do between surveys together. But it's important that we keep taking the survey to keep seeing what the numbers tell and to keep pushing the critical action that happens between surveys. As I have talked with the leaders of other organizations that have achieved a high level of engagement, the consistent advice they give me is to remain persistent and keep doing it, because cultural change is something that takes persistence and perseverance over time; it doesn't happen overnight.

We expect to initiate the next survey in the next month, so look for more information in the next couple weeks about when it will be opened and how to take it. As before your participation will be completely anonymous and completely voluntary, but we very much hope you will participate – the more people that participate, the more meaningful and helpful are the results. You will see that the next survey includes the original 12 engagement questions, but also adds three new questions designed to help us see whether we're doing the critical work between surveys. Again, the intent is never to rate, punish, or sanctions teams or individuals, but only to gain information and insight to help drive meaningful and positive action over time.

In the meantime, we continue work to sustain and advance #Engage. As you may have seen from my recent emails, we continue to recruit and train new engagement champions to help guide and work with teams as some of our initial engagement champions have retired or moved to new positions. We're also listening to what we learned as we progressed through the first state of the team meetings – as you all worked through those meetings and took on your own action items, it became apparent that there were recurring themes that crossed teams, and we're working to understand them better, to help make them more visible to everyone, and to share better how we are addressing them. You will continue to see more about those, both here and in other ways, as we progress with that.

For those of you that participated in the last survey, we appreciate it and hope you will do so again. And for those that didn't, we hope you will take the small risk of extending a tiny amount of your time and attention to join us. This is a place where we're stronger together!

Congratulations to Annette Dunn, new state Chief Information Officer

Probably the biggest news we received in the last two months was that Governor Reynolds appointed our **IT Division Director, Annette Dunn**, to serve as the state Chief Information Officer. Here is the press release the Governor's office issued to announce her appointment:



*Annette Dunn, new State of Iowa
Chief Information Officer*

Today, Gov. Kim Reynolds announced the appointment of Annette Dunn as Chief Information Officer at the Office of the Chief Information Officer (OCIO), effective Monday, August 5, 2019. "From strengthening strategic initiatives such as cyber security and rural broadband connectivity, Annette will play an important role in helping our state meet the demands of a 21st century digital economy," said Gov. Reynolds. "She will be an outstanding partner in driving innovation and technological change within state government."

"I am honored to lead the Office of the Chief Information Officer and appreciate Governor Reynolds for providing me this opportunity to serve Iowans," said Annette Dunn. "In this role, I will collaborate with the other state agencies to develop and implement technical solutions to keep Iowa moving forward."

Annette Dunn was appointed Information Technology Division director (CIO) for the Iowa Department of Transportation in January 2015. Prior to this appointment, Dunn served as the Director of Support Services and as the Winter Operations Administrator for the Iowa DOT, where she was instrumental in the implementation of the statewide winter operation Global Positioning System/Advanced Vehicle Location project in more than 900 snow plows that has been replicated in several other state DOT's.

Dunn is a graduate of Iowa State University, and obtained a Certified Public Manager designation through Drake University. She spent eight years in military service, and has lived in Iowa for the majority of her civilian life and career.

If you haven't already done so, I hope you contact Annette to congratulate her and thank her for all she's done for the Iowa DOT. Her new email address is Annette.Dunn@iowa.gov.

We are currently in the process of searching for a new IT Director. As I announced by email, **John Selmer, who is our Strategic Performance Director**, is serving as interim IT Director as we conduct the search. **Bill George, who is Director of the IT Division's Customer Support Bureau**, kindly agreed to assist John by serving as the deputy IT Director in the interim and is responsible for day-to-day operations.

One of the things I promised when we started the search process was to conduct it transparently and inclusively, and to that end we have consulted with Gartner, an international IT consulting firm, who conducted input sessions with both our Iowa DOT management team and our IT leadership team to gather their thoughts and suggestions on the skills, knowledge and abilities we need in our next IT

leader. We have Gartner's recommendations and are finalizing an updated job description. I hope to have it approved by the Department of Administrative Services and posted within the next week to ten days. As I have discussed with our management team and IT leadership team, I want to move through this hiring process expeditiously but thoughtfully, as we hope we are making a hire for the next 10 years, not the next ten months. The terrific competency of our IT leadership team and staff gives us the luxury of acting deliberately, so I thank all of you for the confidence you offer.

A bundle of good news for Iowa's bridges

August also brought the exciting news that we have been awarded a \$33.4M federal Competitive Highway Bridge Program (CHBP) grant. (You can read the US DOT announcement [here](#).) Congress funded the CHBP grant program in the Consolidated Appropriations Act of 2018, from the U.S. Treasury's General Fund. State DOTs in 25 rural states were invited to apply for grants; by law eligible states were limited to states with population densities of less than 100 people per square-mile based on Census data.

All 25 states submitted applications, and some submitted multiple applications (states could submit up to three, to be ranked in order of priority). The \$33.4M awarded to Iowa was the largest award made to any state, and I think recognizes the smart way our staff and partners approached this application – rather than submitting competing applications, they submitted a single application that encompassed 77 bridges – four state bridges, 68 county bridges in 45 counties, and five city bridges in four cities.

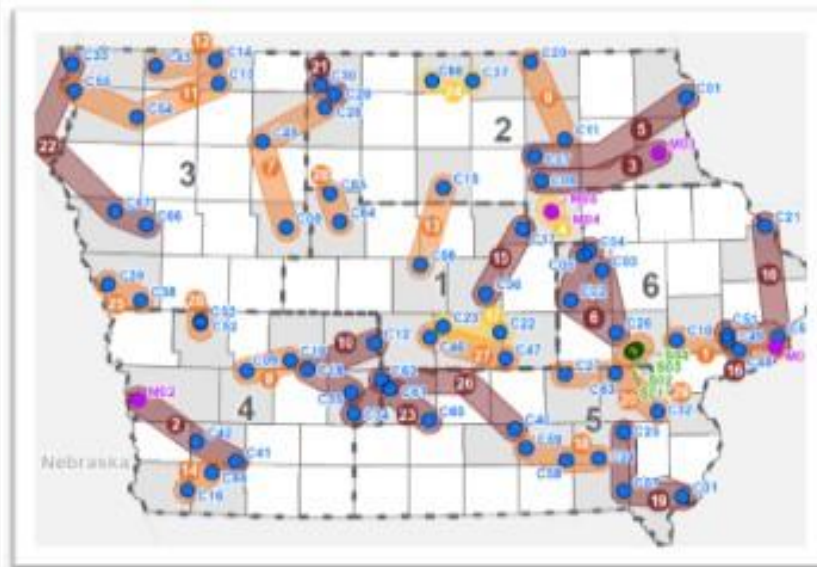


The grant application crosses state, county, and local bridges because the grant program required the funds to be used for highway bridge replacement or rehabilitation projects that leverage efficiencies associated with "bundling" at least two highway bridge projects into a single contract. Bundling offers cost and time savings and offers the opportunity to address many projects facing similar needs at the same time. The application proposed bundling 77 bridges into 29 contracts.

Identification of the bridges and development of the grant application was a very collaborative process conducted by a working group that was led by our **Local Systems Bureau in the Project Delivery Division of Highway Administration**, and included Iowa's cities and counties, the Federal Highway Administration, and Associated General Contractors. The level of collaboration and the quality of work that resulted was even more impressive because the group had only 90 days to put the concept and grant application together – the grant program was announced in September 2018 and the applications

were due December 4, 2018. The working group met six times over a three-month period to reach a clear agreement on the bridges the request would include, how to best meet grant funding requirements, and to collaborate on the application.

Bridges to be included in the grant were carefully selected using a data-driven criterion to determine which county and municipal bridges would be included in the CHBP application. The application included bridges considered “structurally deficient” and bridges with average daily traffic counts greater than 100. County bridges that fit that criteria were then ranked based on a priority point system that had already been established for another bridge funding program in Iowa. The city bridges were selected by prioritizing a list of bridges already on a City Bridge Candidate List awaiting funding. The Iowa County Engineers Association Service Bureau played an instrumental role in the county data analysis to determine which bridges were included in the application. Consistent with the grant program requirements, we also had to consider the ability to design and let the bridge project before September 30, 2021.



Because of the short timeframe to get a bridge designed and let, the bridges included in the application were generally less than 150 feet long. This lets us use the Iowa DOT standard bridge plans for design of the bridge. The standard bridge plans include bridge plans that are already structurally designed and come in various lengths up to 243 feet; using the standard bridge plans accelerates design and letting because a designer only needs to determine the

length of bridge needed, based on the drainage area and other hydraulic factors. It's also easier to obtain multiple types of environmental permits for shorter length bridges, such as permits from the U.S. Army Corps of Engineers and the Iowa Department of Natural Resources. The picture at left shows the proposed bundles of bridges included; the bundles generally have different agencies bundled together under one contract.

Now that the grant has been awarded, the collaboration group that assembled the application will continue to meet, coordinate bridge bundles and finalize project development, bid letting, and construction.

Congratulations and thank you to everyone that collaborated on this successful grant application, and a special thank you to **Senior Transportation Engineer Nicole Moore**, who was instrumental in leading the collaboration and submission of the grant. All your work will have a positive impact on the state's mobility for years to come!

Iowa Donor Network celebrates 25 years of saving lives, giving hope

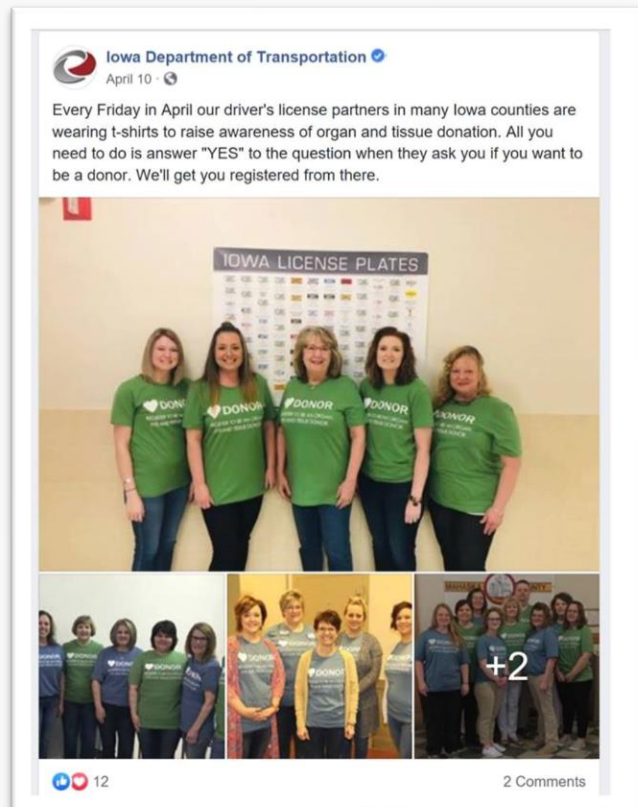
On August 7th, **Darcy Doty, Driver & Identification Services Bureau Director**, **Mindi Nguyen, Motor Vehicle Division Community Outreach Coordinator**, and I joined the Iowa Donor Network (IDN) in Grinnell to help them celebrate their 25th anniversary as an organization. Our **Motor Vehicle Division** and **Driver & Identification Services Bureau** have been working closely with the IDN since 2015 to raise awareness about organ & tissue donation, both internally and externally with the public, with the goal of continuing to increase the total number and percentage of registered donors in Iowa.

During the celebration, we were humbled to meet the Lienemann family, who worked with the IDN to provide organ donor t-shirts for our state and county issuance staff. Our issuance staff are instrumental in helping people become donors – by law Iowa residents can enroll as organ donors when they get their driver's license or ID, and it's the number-one way people become donors. The original idea was to wear the shirts during Donate Life month, which is April, and we happily did. (You may have seen state and county driver and identification staff wearing their shirts in features on our social media account.)

However, we had no idea what a big and positive impact wearing these shirts would have, both on our staff and the public. We received countless stories of individuals saying 'Yes' to becoming an organ donor for the first time, in part due to the IDN and Lienemann family's generous gift but also their brave decision to share their son Drew's story.

Based on the outpouring of support, we decided to keep wearing the t-shirts weekly to continue to highlight Drew's story and the importance of becoming an organ donor. (For more about Drew's story, read the Lienemanns' letter on the second following page.) The impact of the Lienemanns' gift is encapsulated in this note from a Driver & Identification Services team member:

"Hello, I work for the Driver & Identification in Muscatine. I am so pleased to let you know that since we have been able to wear the Organ Donor T-Shirts on Fridays, it really has made a big difference with our customers. Today, alone, there were 10 new donors due to me wearing the T-Shirt. They usually ask me if I am one, and I tell them, I have always been & so has my family. I also point out the small poster of the young man (Drew) who



Social media post from Donate Life month featuring team members wearing shirts donated by the Lienemann family.

donated his organs when he passed & how many people around this beautiful world that he has had an impact on & how many lives he has saved.”

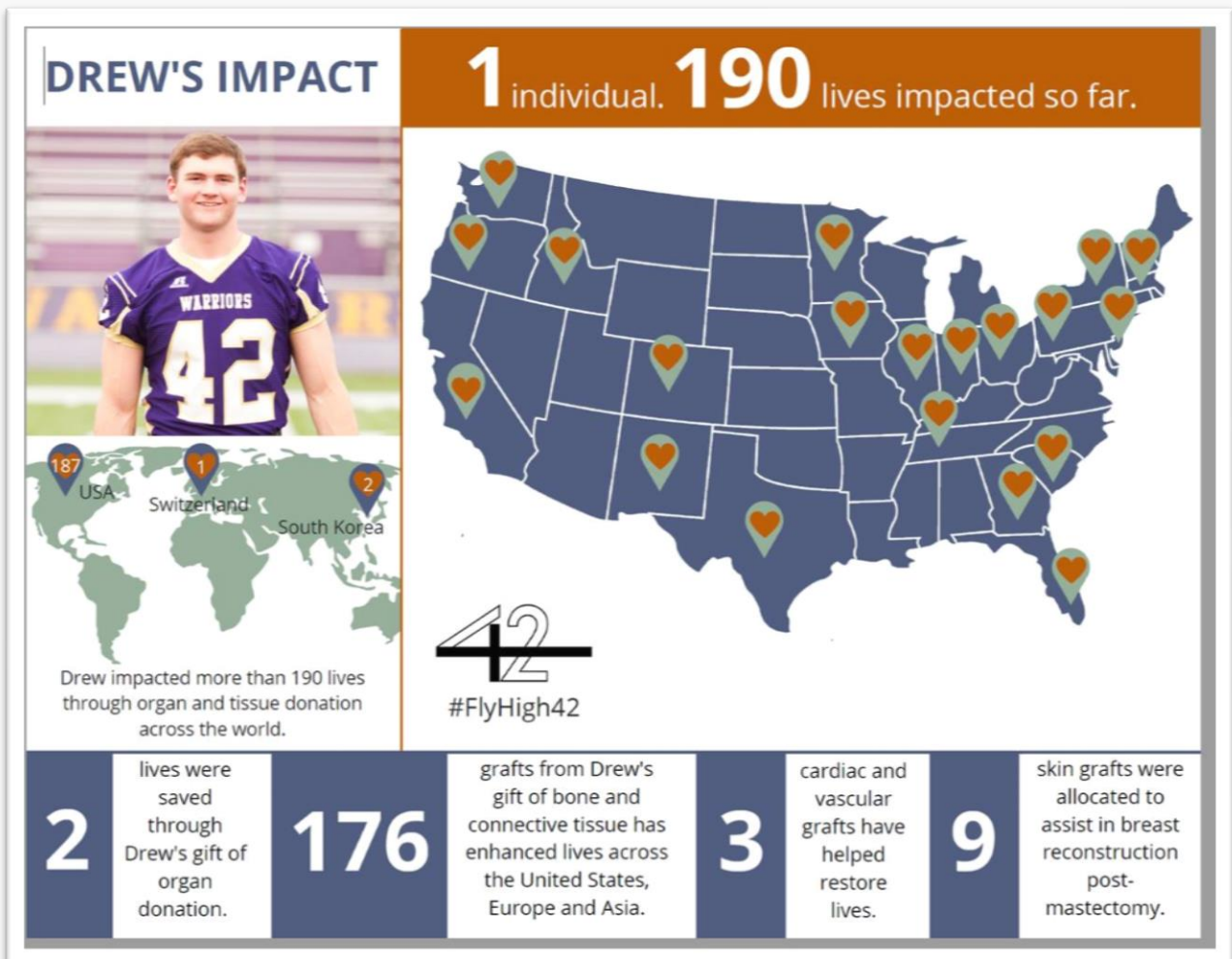
Since highlighting Drew's story and wearing our organ donor t-shirts weekly, we have seen a two-percent increase in the number of customers opting to become organ donors. This is a terrific impact and a great testament to the courageous and generous work of Drew's family, as well as the dedication of all issuance staff in sharing the message and opportunity for organ donation.

During the celebration, Drew's family surprised the IDN with an additional donation of \$10,000 to continue supporting their life-saving efforts. And, as a show of our appreciation, we gave Drew's parents (Dan and Wanda) a personalized license plate that says, “Drew - Hope.” We also gave IDN plates that say, “IDN 25 – Give Hope,” and “Say Yes – Save a Life.”



Top – (from left to right) Kaylie Hoyle, (IDN Cultural Ambassador), Darcy Doty, Mindi Nguyen, Dan Lienemann, Wanda Lienemann, Suzanne Conrad (IDN CEO), and Mark Lowe. **Bottom** – The Lienemanns with the entire IDN staff.

Although we often focus on the benefits that recipients of donated organs and tissue receive from donation, we should not overlook the impact organ donation has on surviving family members and friends. After the ceremony, Drew's parents personally spoke to me and expressed the importance of our work to survivors – as they put it, by being in the front line of organ donation, we not only give people the impetus and opportunity to become donors, but the opportunity for survivors to find purpose and meaning when the unthinkable happens. Donation does more than help people who need organ and tissue donations survive and live better lives (see the graphic that follows to see the impact of Drew's donation), it also helps the loved ones that donors have left behind survive as well. The thank you Drew's parents extended to me belongs to all our team members, Iowa DOT and county, that help our customers make this important decision. The small amount of time you invest to engage customers on this important question has an enormous impact. Every person, every day – keep it going!



Working Together To Transform Lives Through Organ and Tissue Donation
Adaptability • Respect • Integrity • Caring • Responsibility



Dear Friends,

Thank you for joining us in celebrating Donate Life Month and 25 years of transforming lives with Iowa Donor Network.

Drew Lienemann, our son and brother, was an 18-year-old senior in high school and lived in Waukee, IA when he passed away. He excelled in all sports, was a 3-year starter on the varsity football team and was a captain his senior year. He set records in track and had multiple football, track and academic scholarships. He was very well liked by his peers and he stood up for the underdog. He was planning on going to Iowa State for college and was going to major in finance or pre-med. Drew was extremely disciplined and was strong in his faith. He kept a daily prayer journal and was a talented writer and artist.

When Drew turned 16 and went to the Dallas County DMV to get his license, he made the decision to register as an organ, eye and tissue donor. As a family we had discussed what it meant to be a registered donor and shared that it was ultimately our children's decision to make. Drew chose YES. While we miss Drew terribly each and every day, we are proud of the decision he made to be a donor and that he has been able to help so many others.

Everyone in our family are registered donors, however we were still absolutely amazed when we found out that Drew has been able to help 190 people all over the world through his donation. We had no idea how many people's lives could be saved or improved through a single donation.

This year marks the 25th anniversary of the Iowa Donor Network and the work they do alongside you, the DMV professionals, who have the daily opportunity to ignite action. By asking every person every time about registering as a donor, you start a ripple that can save and enhance the lives of hundreds and thousands of individuals each year. You not only impact lives locally, but all over the world. Thank you for helping to raise awareness and encouraging people to consider giving the gift of life!

Blessings,

The Lienemann family

Highway Helper program expands

In early September we hosted a press conference at our Northwest Blvd. garage in Davenport, Iowa to announce the expansion of our Highway Helper program. Here are the comments I shared about the expanded program:

At the Iowa DOT our mission is mission of mobility; a mission of getting you there, safely, efficiently and conveniently.

That mission demands that we not just build and maintain roads and bridges and add capacity where needed, but also demands that we smartly operate our traffic system to optimize safety, flow, and capacity.

One of the biggest challenges we face are traffic incidents that create obstacles, congestion, and bottlenecks in the travel lanes. These traffic incidents, which can range from things like debris in the road to stalled or disabled vehicles and vehicles that have been involved in traffic accidents, have real and negative impacts – they cause delay and inconvenience for road users, they increase secondary crashes, and they increase the cost of transportation and create economic loss.

Our motto in traffic incident management is “every minute counts,” because for every minute a lane is blocked, the risk of a secondary crash increases by 2.8%. Our Highway Helper program directly addresses that challenge and reduces critical response time.

Under the Highway Helper program, safety service trucks patrol high volume corridors throughout the state to identify and respond quickly to traffic incidents. They:

- *Use mounted dynamic message signs to protect crash scenes and emergency responders and guide drivers;*
- *Use push-bumpers to move disabled vehicles off the road and quickly restore normal traffic;*
- *Help stranded motorists by providing gas, helping with flat tires and jump starts, and giving them rides to safe places off the road, all at no cost.*

We started our Highway Helper program in Des Moines in 1995, and in 2015 we added services in the Cedar Rapids/Iowa City area and in Council Bluffs area. This week we expanded it again by:

- *Starting services in the Quad Cities, where we now have two trucks patrolling I-80, I-280, and the I-74 construction zone from 5AM to 9PM every weekday;*
- *Extending service hours in all locations from 6AM to 7PM to 5AM to 9PM weekdays;*
- *Adding Saturday service hours in Des Moines from 10AM to 6PM; and*
- *Adding a truck to the I380 construction area.*



The design of our new Highway Helper safety patrol trucks put the emphasis on “Highway Helper” to improve recognizability and public awareness of their purpose.

We're excited to bring this service to the Quad Cities and to expand it across the state to help people everywhere get there more safely, efficiently and conveniently.

With the new vehicles added, we now have two vehicles patrolling I-29 and I-80 around Council Bluffs; four vehicles in the Des Moines metro area patrolling I-235, I-80/35, the Iowa 5/U.S. 65 bypass, and I-35 between Ankeny and Ames (including Saturday hours in the Des Moines metro); two vehicles in the Cedar Rapids/Iowa City area patrolling the I-80 and I-380 corridor with one additional vehicle on call for the I-80/380 construction project; and two vehicles in the Davenport/Quad Cities area as described.

Bonnie Castillo, manager of our Traffic Management Center, participated in the press conference with me and did a great job of explaining the details of the program and the vehicles, and we also had Highway Helper drivers and vehicles on hand to give reporters an up-close look and rides. One of the things we emphasized was the high return on investment we get from the Highway Helper program. Iowa State University conducted an analysis of the cost/benefit ratio for the Highway Helper program and found that for every dollar was spent on it we had a returned benefit of \$10 in terms of the value of avoided crashes and delays.

That's a ratio that is only likely to increase, as our expanded program offers increased services at reduced cost. Our expanded services are offered under a new contract with AutoBase, Inc. that was awarded via a competitive request for proposals. Under the terms of the contract AutoBase provides both the drivers and vehicles necessary to support the program. At a cost of just over \$2.2M per year for three years, this contract adds an additional metro area, more trucks, and more patrol hours and allow us to provide service to four metro areas at a lower cost than our prior contract did for three metro areas. We're very pleased with the efficiency of this new contract.

AutoBase is based out of Amityville, NY. It has been in existence since 2000 and is wholly and exclusively devoted to safety service patrol management. AutoBase is a certified Women-Owned Business Enterprise, and its senior management have been involved in motorist assistance/safety service patrol programs since 1994. Autobase has 295-plus operators that operate over 195 custom-built patrol trucks in in seven states – New York, Pennsylvania, Maine, Florida, Maryland, Kentucky, and Ohio. Although AutoBase is headquartered in New York, they will (as required by the contract terms) license and register all vehicles operated as part of our program in Iowa and will maintain garage facilities in Iowa, and will also employ managers and drivers in Iowa. In addition, AutoBase has a hiring program and resources structured to target military veterans.

Our Highway Helper program has been one of our most popular and successful programs, and it's exciting to see it continue to grow, both in hours of operation and geography. Thank you to everyone involved in this effort – mobility in Iowa is better for your efforts!

Song of the month

The title of this one will sound terrible, but (at least in my mind) it has a connection to this month's wellness topic, so I'm going with "Catch My Disease" by Australian performer Ben Lee (it's on his 2005 album "Awake is the New Sleep"). Despite the title it's positive and catchy (no pun intended) and has an easy three-chord progression and sugary-pop sound that makes it fun for a mediocre guitar player like

me to play. And it has a background vocal that goes, “Nah, nah, nah, nah, nah, nah, nah, nah.” So really, how can you go wrong with this song?

Wellness tip

Two words for this report – *Flu. Shot.* Getting the flu vaccine every year is the best way to protect yourself and your family from the flu and its potentially serious complications. Flu season typically begins in late October or November. Because it takes about two weeks for the vaccine to develop antibodies in your body, getting the vaccine now will better protect you when the season begins.

The Iowa Department of Public Health and the Centers for Disease Control and Prevention recommend everyone over six months of age get the flu vaccine. Studies have shown that even if you do catch the flu after being vaccinated, the illness is less severe and serious complications are much less likely to occur.

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Well, my friends, we have reached the end of another report. As always, stay safe and well in all that you do, whether at work or home!

Best,

Mark